



## BUSML 5389: LOGISTICS DECISION MAKING Autumn 2018

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**Classes:** TU and TH | 7:05 – 8:25 PM | 320 Schoenbaum Hall

**Instructor:** Mike Lenaghan, 500 Fisher Hall, [lenaghan.2@osu.edu](mailto:lenaghan.2@osu.edu)  
Office hours: By appointment or stop by my office

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### COURSE INFORMATION

**Course description and goals:** 5389 is a session in summary of students' understanding of how to develop, implement and evaluate logistics and supply chain decision-making process, in a corporate setting. It relies on critical thinking needed to make decisions and how actual practitioners make decisions to achieve corporate objectives. It is important to understand how those decisions affect business, the environment and global economies. Student taking this course will gain valuable information on the Supply Chain decision-making process, execution and meeting / exceeding needs. This course is based on case studies in Supply Chain how and where companies differentiate themselves using Supply Chain.

We will cover:

- Decision making in Supply Chain Management (SCM)
- How to use information to make decisions
- Problem solving
- Understanding issues affecting SCM
- Fact finding, what to look for, where to look for it, what to do with it.

### Course Description

The material is taught from a senior managerial perspective, with an emphasis on where and how specific tools can be used to improve the overall performance. We will discuss what to do and how to do it.

The three main topic areas we will focus on are:

- The management decision making process
- Importance of good information in making decisions
- How and what decisions affect Supply Chain

Additionally, we will discuss:

- Performance
- Inventory and margin

- Procurement, sourcing, and auctions
- Management and minimization of supply chain uncertainty
- Supply contracts and collaboration.

While our main objective is to develop and use models to help us analyze these situations, we will make heavy use of actual examples from industry to provide illustrations of the concepts in practice. This is neither a purely theoretical nor a case study course, but rather an analytical course that addresses real problems found in practice.

### **Course Objectives**

The four primary objectives of this course are:

1. Use a case management based approach for solving logistics and supply chain problems
2. Reinforce the importance of using total supply chain in the decision making process
3. Provide students with techniques for managing supply chain uncertainty
4. Introduce the idea of using risk and competitive analysis to solve problems.

**Teaching format:** The course will be taught via a combination of lectures, discussions of readings assigned before class, and individual / team-based work. Classes will be as interactive as possible, when and where reasonable. Everyone is expected to participate in class and to be prepared by reading the appropriate assigned readings prior to the class meeting. Students will be called upon by name to discuss topics and concepts.

**Course packet and other materials:** Carmen is the online portal for this course. Check Carmen for the latest syllabus, lecture slides, course materials, grades, news about the course, jobs, scholarships, and events. It is your responsibility to check Carmen regularly for changes in the course materials. I will post lecture slides for each class prior to class each day. If you do not see them, please email me.

**Optional course material:** You are expected to know what has been covered in the class lectures, electronic course packet, required readings, and study question sets. The references below are mentioned for the interested reader, or as extra study aid:

1. Base text:

- D. Jones, Decision Making for Dummies, Wiley, NJ ISBN 978-1118833667

Available at the Ohio State Bookstore and on Amazon. Copies may be found at Barnes and Noble and or Half Priced Books.

2. Required case packet:

<http://cb.hbsp.harvard.edu/cbmp/access/>. A copy of the required material is available with the course materials.

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## COURSE EVALUATION

**Grade distribution:** Your grades on the following allocation system:

Exams Midterm and Final	30% each (60% total)
Case	30% (15% written, 15% defense / verbal presentation total)
Participation	10%
Extra Credit (optional)	[5%]

I will determine the exact cutoffs at the end of the semester. However, the following are approximately, what I expect the ranges of the final grades as listed below with the numeric value matching below a single alpha grade:

A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E
>93	90-92	87-89	84-86	80-83	76-79	70-75	67-69	65-66	63-64	60-62	< 60

Example: a 93 and above would equate to an "A", an 82 would be a "B-", while a 59 would be an "E" equivalent.

The grade you receive in this class will be numeric grade. The Ohio State University's has the right to change, alter, curve, un-curve, couple, decouple, add and / or subtract the numeric grade to their format with or without the Professor's permission or notice.

Note: Please monitor your grades throughout the semester and contact me early (not at the last minute) to discuss your progress and address any concerns.

**Exams:** All exams will be closed book and closed-notes. The exams are not cumulative, although some material may carry-over, as noted. Exams are typically marked on a curve.

Absences that are not pre-arranged or covered by a valid excuse (per University policy) will result in a grade of zero for the exam. Students who show up late for an exam will only have the remaining time in the exam period to complete the exam – they will not be given additional time.

Makeup exams missed by a student will not be administered unless the student has received **prior written approval** by the instructor. A documented excuse will be required indicating either a valid medical or personal reason. Makeup exams may be in a different format than the exams taken by the class during regularly scheduled exam periods.

**Mid Term Exam:** the Midterm Examination will be given covering Chapters 1, 3, 5, 9 to 12, 16 and 19 of the textbook in multiple choice questions. Questions contained within may or may not have been covered in class. Unfortunately, there is no make-up exam except for extraordinary circumstances. If you need to take the exam early, you must contact me in writing two (2) weeks before the scheduled exam.

**Final Exam:** the Final Examination will be given covering Chapters 2 to 7, 9 to 13, 16 to 17 and 19 of the textbook in multiple choice questions. Note that some of the chapter overlap the Mid Term Exam, as explained above. Questions contained within may or may not have been covered in class. Unfortunately, there is no make-up exam except for extraordinary

circumstances. If you need to take the exam early, you must contact me in writing two (2) weeks before the scheduled exam.

**Extra Credit:** you may at your option, submit one (1) 300 word document sent via email to [Lenaghan.2@osu.edu](mailto:Lenaghan.2@osu.edu) only, worth five (5) points extra. It should be on a Supply Chain subject matter of your choosing. All extra credit work is due and must be time stamped by the OSU Server before midnight November 1, 2018, without exception. It will be shown as part of your final grade. This is not your participation evaluation (which is ten (10%) of your grade but extra credit (which can be up to five (5) additional points), for those who opt in and submit. An acknowledgement of receipt from the Professor will be sent via email for your submittal only upon acceptance.

**Case Opinion:** During the “Case” module of this course, you and your partners (4 people) will render a written opinion, including points and counterpoints on a professional article or subject matter regarding “Topics in Supply Chain space”. That article will be referenced and documented in the submittal. In or before the second week of the semester, I will introduce a case, provide case issues, guidelines, and answer questions. Case equals 30% of your total grade of which half or 15% equivalent is your written response, with the other half; again 15% is your presentation.

During your defense session, you will present a summary of that paper, outlining your findings, your opinion and the potential claims or counterpoints one could make to your opinion. You should conclude on how you reached your opinion and why you support or do not support that specific decision. Stay on target. Try to limit your opinion to one topic only (optional). The Supply Chain recommended topics are:

- Oil; supply and demand and its affects Logistics cost
- Driverless commercial vehicles
- Material Shortage and its effect on customers
- Natural Disasters and Supply Chain solutions
- Is retailing evolving Supply Chain or is Supply Chain evolving retailing?

If you would like to address another subject matter, you may do so by writing a three sentence request on why your group would like another topic for approval.

Summary: One (1) Paper, 300 words, typed with one (or more) of the subjects mentioned above submitted to the Professor, only. Points and Counterpoints to be included. Plus, and in addition, one (1) and only one group presentation on the same subject matter, in bullet point presentation format of the same. Be able to defend yourself on the subject presented before the class on the due date. One (1) paper plus one (1) bullet point presentation not to exceed 20 slides, with bullet points for the class dialog, which your group will present (30 minutes minimum). Videos and handouts are allowed and encouraged.

\*Note: Choose your team members / partners for Cases on your own. As with all class material, it is the student’s responsibility to achieve the best possible grade. Groups will not be allowed to use lack of activity et al. as a defense.

## GROUND RULES

**Class attendance:** Class attendance is not mandatory for this course but it is highly recommended, as a percentage of your grade. Students will be responsible for all material posted on Carmen, covered in required readings, and discussed during the lectures. If you miss a class, please ask your fellow students to help you catch up. Attendance will be taken.

The University and College expects students spend two hours outside of class for every hour spent in class. Since this course meets 3 hours per week, you should expect to spend a reasonable amount of time each week outside of class on course-related work. Please be prepared for class.

Please sit in the same seat for each class you attend. I can better learn who you are if you cooperate with this.

**Note taking during class:** The use of electronic devices such as laptops and other keyboard devices, for note taking only, during class, is allowed. Handwritten notes are allowed, as well.

**Use of electronic devices:** The use of electronic devices, other than for the express use of taking notes as mentioned, is not allowed. That means that the use of phones, headphones, players, recording devices, cameras, video, audio, text, instant messaging and or messaging and all other devices, are not allowed during class and or exams. It means that other use of those portions of your laptops / electronic devices, are not allowed. You may use a slide presentation, such as PowerPoint or other media for your Case study only.

**Other:** If you would like to get an audio recording of a lecture, please ask permission before the start of the class period which you would like to record. If you miss a lecture, please obtain any notes from your fellow students.

Handwritten notes between students are allowed provided they do not disturb the lecture and do not offend or contain objectionable material and or message. If you need to communicate to another student, write to them a handwritten note and deliver it by hand, yourself. Questions and issues are introduced by raising ones hand and being called upon or acknowledged.

**Late policy:** All late assignments lose 10% of their declared value for every 24 hours that they are late after being due, which is the start of class on the due date. Example: 20 minutes late means 10% off. 26 hours means 20%.

**Feedback:** Your feedback is valuable and it motivates continuous course improvement. Please do not hesitate to let me know, throughout the semester, how I can enhance your learning experience. Your ability to understand the subject matter is important to me.

**Academic integrity: I take academic misconduct very seriously.** All tests and assignments are to be your own work. Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. OSU and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "Academic Misconduct." The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as "Any activity that tends

to compromise the academic integrity of the University, or subvert the educational process.” Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University’s Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

**Mental Health:** As a student, you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce your ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life Counseling and Consultation Services (CCS) by visiting [ccs.osu.edu](http://ccs.osu.edu) or calling 614-292-5766. CCS is located on the 4th Floor of the Younkin Success Center and 4th Floor of the PAES Building. 24-hour emergency help is also available through the National 24/7 Prevention Hotline at 1-800-273-TALK or at [suicidepreventionlifeline.org](http://suicidepreventionlifeline.org)

**Disabilities:** If you feel that you need an accommodation based on the impact of a disability, please contact me privately to discuss your needs in the first two weeks of the class. Also, contact the Office for Disability Services (ODS) at (614) 292-3307 or visit them at 150 Pomerene Hall. ODS will coordinate all accommodations for students with documented disabilities.

All students, at their option, are encouraged to sit in the first two (2) rows of the classroom. Students with either sight or hearing limitations should consider this, again at your option. You do not need permission to sit in the front of the classroom.

**Course disclaimer:** This syllabus is an outline for the course and the instructor may change it, delete and or add, alter, based on circumstances, class progress, or by mutual consent between the instructor and the students.

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Invited Guest List:

Jay Johnson   ACKNOWLEDGED  
James Loree  
Jim Moglia  
Neil Vining  
Phil Rist       ACCEPTED

## CLASS AND MATERIAL FORECAST

### Logistics Decision Making 5389 705PM TU TH

#### Autumn 2018 COURSE SCHEDULE\*

			* Subject to revision
	<u>Day</u>	<u>Date</u>	<u>Readings / Chapter</u>
W1	TU	Aug 21	Introduction and Syllabus
	TH	Aug 23	Case Analysis Process
W2	TU	Aug 28	Case Analysis Tools GE SAMPLE Case 0
	TH	Aug 30	Mission, Vision
W3	TU	Sep 4	Project Management
	TH	Sep 6	Change Management
W4	TU	Sep 11	Case Presentation Group 1, 2
	TH	Sep 13	ZAPPOS Case 1
W5	TU	Sep 18	NIKE Case 2
	TH	Sep 20	Visitor (subject to availability)
W6	TU	Sep 25	Corporate Responsibility
	TH	Sep 27	Case Presentation Group 3, 4
W7	TU	Oct 2	Case Presentation Group 5, 6
	TH	Oct 4	Midterm Review
W8	TU	Oct 9	MIDTERM EXAM
	TH	Oct 11	Autumn Break
W9	TU	Oct 16	Post Exam Review with Answers
	TH	Oct 18	COKE Case 3
W10	TU	Oct 23	APPLE Case 4
	TH	Oct 25	Case Presentation Group 7, 8
W12	TU	Oct 30	Case Presentation Group 9, 10
	TH	Nov 1	Case Presentation Group 11, 12
W13	TU	Nov 6	TESLA A Case 5 CHIPOLTE Case 6
	TH	Nov 8	Supplier Partnerships Amazon Case 7
W14	TU	Nov 13	Corp Structure TESLA REVOLUTION Case 8
	TH	Nov 15	Decision Making ALIGNING SC DESIGN Case 9
W15	TU	Nov 20	Leadership SC ANALYTICS Case 10
	TH	Nov 22	Thanksgiving / Columbus
W16	TU	Nov 27	Final Review
	TH	Nov 29	FINAL EXAM
W17	TU	Dec 4	Post Exam Review with Answers TEN PERCENT Case 00

Text pages / chapters may vary depending on edition.

## RESOURCES

**Disclaimer:** The Ohio State University is not responsible for the content of websites mentioned / referenced herein. They are examples and to be used as such. Unfortunately, it is not within our scope of control.

75 top Supply Chain websites [https://blog.feedspot.com/supply\\_chain\\_blogs/](https://blog.feedspot.com/supply_chain_blogs/)

## Presentation Evaluation

<u>Points</u>	<u>Element</u>
20	Content Understanding Logical Formatted Concise Accurate Factual
20	Time / Limit
20	Visual Correct Grammar Spelling Error Free
20	Delivery Clear Projected Communication
20	Answer Questions

END OF SYLLABUS.